

**A Report to the Maryland General Assembly**

**Senate Budget & Taxation Committee**

**and**

**House Appropriations Committee**

**regarding**

**“The Redevelopment of State Center in Baltimore City”**

**(2006 JCR, Page 239)**

**The Maryland Department of Transportation**

**November 2006**

## The Redevelopment of State Center in Baltimore City 2006 Joint Chairmen's Report, Page 239

This report was prepared in response to language contained on page 239 of the 2006 Joint Chairmen's Report. Specifically, the language directs that:

*"That no funds may be spent in furtherance of the redevelopment of State Center in Baltimore City after November 1, 2006, until the Departments of Budget and Management, General Services, and Transportation provide a report to the budget committees that explains the short and long-term plan for the redevelopment of State Center in Baltimore City. This report shall at a minimum provide information regarding the future ownership of the State Center Complex, the State Agencies that will be impacted by the redevelopment of State Center and how they will be impacted, estimated redevelopment and other ancillary costs to the State for the proposed redevelopment, and an assessment of the impact that this proposed redevelopment project will have on Baltimore City and State operations in general. A report shall be submitted to the budget committees by November 1, 2006. The committees shall have 45 days to review and comment from the receipt of the report."*

"State Center" refers to an area in mid-town Baltimore City generally bordering Preston Street that includes four buildings which house a large number of State Agencies and employees. The State Center complex is the largest concentration of State government offices in Maryland, and it is comprised of approximately 25 acres of land around the *State Center/Cultural Center* Metro Station and across the street from the *Cultural Center* Light Rail Station. The site is surrounded by Martin Luther King, Jr. Boulevard, Howard Street, Hoffman Street and Madison Avenue. The complex has 4 mid-to-high rise State office buildings including: 201 West Preston Street; 300 West Preston Street; 301 West Preston Street; and, 1100 North Eutaw Street.



A 650-space parking structure, a chiller plant, and three surface parking areas occupy 5 of the 25 acres. In addition, the State is interested in the redevelopment of the historic 5<sup>th</sup> Regiment Armory building at the corner of Howard and Preston Streets, after it is vacated by the National Guard, its current occupant. The 5<sup>th</sup> Regiment Armory is listed on the National Registry of Historic Places.

This area has been the subject of a cooperative effort between the State and the City of Baltimore to assess opportunities to revitalize the State' office complex through greater use of transit oriented development (TOD). These TOD principles include: development that is physically and functionally integrated with transit; that reduce auto dependency; increase pedestrian/bicycle trips; foster safer station areas; enhance walkable connections to transit stations; provide mixed-use development, including housing and convenience goods and services; offer attractive public spaces; promote and enhance ridership; and encourage revitalization and sound growth.

The State through the Department of General Services (DGS), with the Maryland Department of Transportation (MDOT) and the Maryland Department of Planning (MDP), has expressed the following objectives for redevelopment of State Center:

- Develop financially viable projects using private-sector funding sources;
- Create new revenue sources for the public sector;
- Increase Metro and Light Rail ridership;
- Expand State and local property, sales and income tax base;  
Provide a mix of housing for a broad range of incomes, including working families and others of very low, low and moderate incomes; and
- Implement TOD principles.

The State also seeks to ensure that the resulting development reflects a commitment to the following values:

- Affordable Housing
- Green Design
- Senior Friendly Design
- Historic Preservation and Appropriate Design
- Support of Creative Arts and Culture

The State seeks to achieve the most appropriate TOD for this site. A significant goal is the integration of the State Center development program with other redevelopment efforts at the adjacent McCulloh Homes and Maryland General Hospital, as well as other nearby properties owned by other institutions and private owners.

The Maryland Department of Transportation's (MDOT) Offices of Planning and Capital Programming (OPCP) and Real Estate (ORE), in partnership with the State of Maryland's Department of Planning (MDP), Department of General Services(DGS) and Baltimore City commissioned a comprehensive visioning and planning initiative to review the potential for a Transit-Oriented Development (TOD) centered on the existing State-owned property adjacent to the State Center Metro station in Baltimore.

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In December 2004, the consultant team began by reviewing the planning area, detailing site characteristics and market conditions. At the same time, the consultant team and partners (MDOT, DGS, MDP & Baltimore City agencies) initiated a comprehensive community input process including individual and group stakeholder meetings. The initial analysis and background information served as the foundation for a five-day charrette process. At the charrette, community leaders, area stakeholders and government officials worked with the consultant team to craft alternative development concepts.

The consultant's development recommendations at the end of the five-day planning charrette included more than 3,000 new housing units (53 percent for-sale and 47 percent rental); approximately 1.2 million square feet of office/institutional space; 500,000 square feet of retail/entertainment space and a 200-room hotel. In response to community interest the retail space incorporated a 60,000 square foot grocery store. Based on shared parking arrangements, the TOD strategy projects the creation of more than 5,000 parking spaces with a mixture of structure, tuck-under, surface and street parking spaces.

The draft *State Center Transit Oriented Development Strategy* provides a framework for disposition of State-owned properties and promotion of TOD in the corridor between Penn Station and Pennsylvania Avenue. The *State Center Transit Oriented Development Strategy* sets forth a vision that through new TOD at State Center and nearby properties the existing cultural and educational institutions of the Cultural Center can be enhanced and the area diversified so that it becomes one of the City's most attractive arts, entertainment, retail and residential districts. This newly vibrant area would serve to reconnect and reenergize some of the City's most diverse and historically significant communities and resources.

At the completion of the visioning process, the area's neighborhood associations formed the State Center Neighborhood Alliance. The Alliance includes representatives from the following neighborhood groups: Bolton Hill, Madison Park, Marble Hill, McCulloh Homes, Mount Vernon, Seton Hill and Upton. The Alliance meets on a monthly basis to discuss issues related to the State-Center redevelopment and area wide concerns.

### **Selection of a Master Development Team**

Based on the *Strategy* and significant community input, the Maryland Department of General Services (DGS), in association with the Maryland Department of Transportation (MDOT) and the Maryland Department of Planning (MDP), and in collaboration with the City of Baltimore and neighborhood stakeholders, sought an experienced Master Developer of mixed-use projects for the redevelopment of underutilized State Center properties in accordance with principles of Transit Oriented Development. A Request for Qualifications (RFQ) was used to solicit and select a Master Developer who is capable of comprehensive redevelopment of State-owned properties in the State office complex known as "State Center" in the heart of Baltimore's Cultural District. The term "Master Developer" signified a development entity or entities with the capacity and demonstrated experience to acquire the State-owned properties and successfully

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handle all aspects of the development process, including planning, community involvement, design, negotiation of public/private partnerships, structuring of private and public financing sources, construction, sales and leasing, and ongoing management.

An Evaluation Panel consisting of representatives from more than seven area neighborhoods, local stakeholders, third party observers, city agencies and elected officials unanimously recommended the selection of the "State Center Partnership" development team. This is a very large team headed by Struever Brothers, Eccles, and Rouse (SBER). The members of this team and their significant development experience are displayed below:

<b>State Center Partnership</b>	
<p>Struever Bros. Eccles &amp; Rouse, Inc. (SBER) local</p> <p><i>Last 10 yrs, created 4.8 million SF in Baltimore with \$300 million in urban residential</i></p> <p><i>Greater Fells Point, Baltimore, 70 acre mixed-use- 3 million SF office, 1 million SF retail, 1000 residential units, 6 hotels &amp; parking</i></p> <p><i>Frankford Estates, Baltimore with DD, DCI &amp; STV - 18 acre site 170 new for-sale homes</i></p>	<p>Pennrose Companies</p> <p><i>Various mixed-use TOD's on state owned property working with New Jersey Transit</i></p> <p><i>As DDCP, Freedom Village in Baltimore, failed public housing site into new mixed-income housing development</i></p> <p><i>National Harbor, Washington, D.C. mixed-use development including High-end residential, retail &amp; office</i></p>
<p>McCormack, Baron, Salazar (MBS)</p> <p><i>6 North, St. Louis, 82 residential units, industrial/loft style including 5 street level retail work/loft units</i></p> <p><i>Metro Hollywood Apartments, Los Angeles County, 1st transit village for low-income residents</i></p> <p><i>Cupples Station, St. Louis, 255-room Westin Hotel adjacent to Metro light rail station</i></p>	<p>Design Collective Inc. (DCI) Local</p> <p><i>Twinbrook Transit Village, Montgomery County- 500,000 SF office, 1,500 residential units, 75,000 SF retail &amp; 300 room hotel, structured parking</i></p> <p><i>Shady Grove Transit Village, Montgomery County- 300,000 SF office, 2,400 residential units, 150,000 SF retail &amp; 300 room hotel, institutional uses pending</i></p> <p><i>Tide Point, Baltimore, with SBER - 15 acre corporate office campus with 400,000 SF office, 50,000 SF commercial linked services &amp; 1,000 parking spaces</i></p>
<p>Doracon Development (DD)- Local MBE</p> <p><i>Waterview, Baltimore, 65 luxury condos and 40 luxury townhouse units</i></p> <p><i>Harbor East, Baltimore, with H&amp; S Properties &amp; SBER, mixed use community</i></p> <p><i>Excellent local mentoring program</i></p>	<p>Equity Investors</p> <p><i>Cherokee Investment Partners, LLC</i></p> <p><i>Canyon-Johnson Urban Funds</i></p> <p><i>SunAmerica Affordable Housing Partners Inc.</i></p>

SBER has partnered with MBS and DDPC to draw on the complementary expertise of each firm. Baltimore-based SBER is nationally recognized for innovative urban, mixed-use redevelopment projects. St. Louis-based MBS has completed three TODs in the last six years, and it is a leader in developing economically integrated communities. DDPC consists of Doracon Development, one of the fastest growing contracting firms in Baltimore and Pennrose Companies, a regional developer with a substantial Maryland presence. These developers bring more than 85 years of combined experience in creative financing, thoughtful urban design, and aggressive community and stakeholder engagement. The partnership offers the State a team with coast to coast TOD experience and many credentials in creative public/private financing; urban office, retail, and commercial development; high quality mixed income and senior housing;

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historic preservation and adaptive reuse; “green” sustainable design; community and stakeholder engagement; and minority and women-owned business participation. SBER projects attempt to create a critical mass of activity by blending commercial and residential uses with quality open spaces, lively streets, and exciting retail, restaurant and entertainment venues. MBS has partnered with community organizations, state and local governments to create more than 12,000 units of high quality, mixed income housing for families and seniors in 25 cities including recent TODs in Los Angeles and St. Louis. DDPC played important roles in several local large-scale mixed-use developments such as Harbor East and the new East Baltimore biopark adjacent to the Johns Hopkins Medical Center.

#### **Project Status**

The State Center TOD project is undergoing a number of pre-development planning activities and developer's due diligence on the complex. These activities are more fully explained in the answers to the Committees' questions that follow and in the Exhibits attached at the end of the report.

#### **What will be the future ownership of State Center?**

The ownership of the State Center complex has not been determined at this time. The State expects that it will be a combination of public and private ownership of property at least to the extent that there will be a mix of public and private uses in the complex. Both the State and the development team are undertaking studies to inform the creation of a development program that will define the mix.

The Maryland Department of General Services (DGS) has commissioned a report from the Staubach Company to assess market and other issues that affect the future State tenancy in the complex. The scope of services for this work is attached (**Exhibit 1**). In addition, DGS is working with a development analyst, Ryder-Hunt, on a “relifing” study of the 300 and 301 West Preston Street buildings in the complex. The study will assess current conditions and establish a useful life parameter. It will also identify the levels of investment required to extend the life of buildings for various timeframes.

The development team is in the midst of due diligence on real estate issues in the complex. The nature of this work includes research into such topics as: title reports, Phase I environmental assessment, utility surveys, assessments of mechanical and structural systems in the buildings, and review of maintenance records. The feasibility of redeveloping the buildings must be established by an examination of issues; some of which are displayed in **Exhibit 2**.

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### **Which State Agencies will be impacted and how will they be impacted?**

The project has not reached the point where it could identify specific State Agencies that will be impacted. However, it is expected that those agencies currently occupying office space in the complex would continue to do so. Currently, 14 Agencies lease space in the complex. It is possible that additional Agencies in the general vicinity of State Center might relocate into the complex.

The impact on State Agencies will result from the renovation of existing space in the complex or the provision of offices in new buildings. In either scenario, the office environment will be modernized into a more efficient use of office space and facilities in general. The management of facilities will also be provided more consistently than general funded agencies can provide. In addition, there will be many more on-site amenities including restaurants, retail and recreational opportunities.

TOD results in a mix of land uses whose operation activates a neighborhood for a longer period of time than a "9 to 5" office environment. As it impacts State employees, TOD generates two other benefits of note. First, since more life is introduced into the complex, it fosters a safer environment. TOD emphasizes the pedestrian and this TOD will redefine this realm. Currently the complex (and its employees) is isolated by the unfriendly street network that the development plan will address.

### **What are the estimated redevelopment and other ancillary costs to the State for the proposed redevelopment?**

The costs to the State are unknown until a development program and Master Development Agreement are completed. However, the following assumptions about the incidence of redevelopment costs will generally be true.

- The costs of private land uses will solely be the responsibility of the development team.
- The costs of renovation or the provision of new space for State uses may in part be secured by State leases. Lease terms will be dictated by the State's needs, the Baltimore office market and construction costs.
- For some building(s), the State may decide to retain ownership and the redevelopment cost will be the responsibility of the State.
- It is expected that infrastructure improvements will be supported by innovative financing such as Tax Increment Financing.

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### **What is the impact of the redevelopment on Baltimore City and State operations?**

The first impact will be on the neighborhoods surrounding the State Center complex. The project has been characterized by a large amount of community interaction. Neighborhood representatives have participated in all activities from the development of the draft Transit Oriented Development Strategy to the selection of the development team and now the development of a consensus development plan. The planning methodology includes individual neighborhood input as well as a larger Neighborhood Alliance with representatives from all neighborhoods. The neighborhoods have recently completed a preliminary assessment of impacts and opportunities that is attached (**Exhibit 3**).

The second impact to the City is fiscal. It has not been determined until the development program is approved, but major improvements on land previously owned by the State will increase the City's tax base. For example, the City stands to receive a major annual increase in net new personal and real property taxes.

The major impact to State operations will be modernized facilities as described above.



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### EXHIBIT 1: TASK ORDER



State of Maryland  
Asset Maximization Project  
June 2006

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#### Task Order 2.2.1.2.8

##### Task Order 2.2.1.2.8

Assist the Department of General Services in Maximizing the Value to the State of Maryland of the Redevelopment and any State Occupancy of the 25 Acre State Center in Baltimore, MD

The State of Maryland's Department of General Services (DGS) has requested that the Staubach Company prepare a Task Order reviewing the current status of redevelopment of the State Center Complex and preliminarily determining the best DGS position such as a tenant or owner in various structures in the proposed redevelopment. To execute this Task Order, Staubach will perform the following work elements:

Work Item 1: Review the State Center Transit Oriented Development Plan and understand the redevelopment issues that impact DGS as well as the economic underpinnings of the TOD Strategy and its impact on DGS and its responsibilities. For example, the approximate 25 acres of the State Center contains all the projected office uses in the Eutaw TOD Redevelopment District yet it is forecast that a \$10,000,000 infrastructure subsidy will be required by the State even if the lease back rate for State Agencies is set at \$28/S.F. Further, the cost to implement the 4 phase State Center Development is \$739,500,000 while project surplus is projected at only \$275,058 or .00037%.

Work Item 2: Review the current Streuver, et al Reponse to the State's Request for Qualifications and understand all issues relating to their conceptual redevelopment plans for State Center. If appropriate, conduct meetings/discussions with developer to understand their position regarding DGS (or other State agency) involvement as a tenant, building owner, or joint venture partner in the State Center redevelopment plan. In announcing the State Center Partnership selection as the developer of the site, it was Stated that the "majority of state workforce currently at State Center would remain there"; this needs to be defined from DGS's perspective and positioned within the overall development deal to assure

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### EXHIBIT 2: SCOPE OF SERVICES



State Center Existing Building Analysis  
Requests & Questions for Current Occupants

#### MEETING AGENDA

##### GOALS OF THIS MEETING:

1. To provide our team with a general understanding of major deficiencies of building systems:
  - a. Site: utilities, drainage, etc.
  - b. Building envelope: exterior façade, roof, structure, architectural interiors
  - c. Life safety: building code compliance, fire alarm, emergency lighting, security
  - d. Environmental: indoor air quality, lead paint, asbestos
  - e. Building systems: elevators, mechanical, plumbing, electrical, telecommunications
2. To provide our team with a history of significant historical repairs and replacements, level of preventative maintenance exercised, pending repairs and replacements and frequency of repairs and replacements.

##### REQUESTED DOCUMENTATION:

- As-Built Drawings - Civil, Architectural, Structural, Mechanical, Electrical & Plumbing. i.e. Plans, Sections, Elevations, Details, Specifications.
- Operations & Maintenance Manuals for entire building including all maintenance logs i.e. roof maintenance schedule, systems maintenance ...
- Documentation of any renovations, repairs, and additions
- Documentation of any studies performed on the building, i.e. environmental studies, energy analysis, and/or cost analysis
- Most recent utilities loads (when fully occupied)
- Contact list of maintenance providers, i.e. roofer, plumber...

##### GENERAL QUESTIONS:

1. Site
  - a. Utilities - What utilities are the buildings currently connected to? (Refer to drawings for locations) Who supplies them? How are the utilities currently metered?
  - b. Do the buildings share any kind of central plant? Where is it located and how are the conduit run?
  - c. Are there any existing developers agreements with the city on the site? i.e. tunnels or vaults
  - d. How is stormwater managed on the site?

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### **Exhibit 3: State Center Neighborhood Input**

**Neighborhood:** Bolton Hill

**Neighborhood Organization:** Mount Royal Improvement Association

**Meeting Date:** June 20, 2006

In Attendance: Henri Daniels, Tim Ingles, Yolanda Takesian, Jean Cole, Charlie Duff, Marcia Hart, Tinesar Forrest (US), Daniel Perl (MBS), Caroline Moore (SBER)

#### *Changes Currently Underway or in Planning in Mount Royal/Bolton Hill:*

Bolton Hill has seen a dramatic increase in property values in the last five years. Major projects underway in the neighborhood include a new 200-bed dormitory at the Maryland Institute College of Art and the proposed redevelopment of Bolton Yards by Bozutto and the University of Baltimore.

Other initiatives include:

1. Open Spaces – Renovation of a small park at the southern end of Bolton Street (Contee Parago Triangle Park)
2. Schools – Efforts to revitalize local schools including Midtown Academy, Mt. Royal Elementary School, Booker T Middle School, and Eutaw/Mashburn
3. Morgan State University – Helping to fund Carol Jackson Museum located at 1320 Bolton Street

#### *What Impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

1. Opportunity to re-stitch together neighborhood with Mount Vernon and Howard Street corridor
2. Opportunity for more functional green space; current green spaces serve as non-functional boundaries
3. Provide civic open spaces
4. Should promote area walkability with desirable destinations, safe and attractive routes, and building fronts at the sidewalk edge, providing both eyes and people on the street, no blank walls
5. Supports the mission of the Midtown Benefits District: Clean, Green & Safe
6. Mt. Vernon is already a thoroughfare, community doesn't need another – need to tame auto traffic and reinforce hierarchy of roads so traffic is directed to appropriate scaled streets and neighborhood short cutting is reduced
7. Little Dolphin's character as a low volume pedestrian way should be retained and reinforced
8. "Commission good architecture, without reference to its modernity or historicity. If it looks like Brown Center, that's fine, but it's also fine if it looks like Meyerhoff House – as long as it's good, as long as the different parts of the project make sense with each other, and as long as the urban design is good."

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9. Buildings should defer to streets with as much street-level retail as possible, a maximum of ground-level doors and a minimum of ground-level walls and loading docks.

### *Recommendations for the Planning Process:*

1. Inclusiveness that engages the broader community.
2. Openness and frankness in communication to raise knowledge and understanding of options and tradeoffs.
3. Recognize the goal to retain affordability and diversity in the housing stock and retail mix.

**Neighborhood:** Charles North

**Neighborhood Organization:** Charles North Community Association

**Date:** July 13, 2006

Attendees: Don Donahue, Mike Shecter, Michael Deets, Jennifer Goold (SBER), Tinesar Forrest (US), Ashley Williams (US)

### *Changes Currently Underway or in Planning for Charles North:*

The City has designated Charles North neighborhood as an Arts & Entertainment District. The community is supportive of development, especially on vacant lots and surface parking lots in the neighborhood. The neighborhood views itself as a true mixed-use community with Penn Station at its core and wants to maximize density and diversity of uses. 24-hour vibrancy is a key goal for the Charles North Community Association. St. Paul Street will remain the primary residential street in the area.

In order to increase density, the Charles North Community Association is leading an Amendment to their Urban Renewal Ordinance as the first step to upzone from B-5-1 (Central Business District with a maximum FAR of 8.0) to B-5-2 (Central Business District with a maximum FAR of 14.0).

1. The Charles North Community Association has heard that a developer is working to develop the Amtrak owned parking lot adjacent to Pennsylvania Station. The Association would like to see maximum density on this site.
2. BDC selected Chesapeake Square as the development team for the Chesapeake Restaurant redevelopment. Chesapeake Square would be a mixed-use project that would include renovation of the former Chesapeake Restaurant building, as well as new construction. The project would provide a 13-story, 91-unit residential tower with 20,000 square feet of street-level retail, 15,000 square feet of office space, a 190-space parking garage, five artists' lofts and 11 townhouses. An additional structure replacing a small existing parking lot at the corner of North Charles and Lafayette Streets would contain an ice cream shop, a gallery, studio and office space for the Shuler School of Fine Arts.

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Redevelopment of this site is currently stalled because the property owner is challenging the condemnation of the Chesapeake Restaurant. The development team is considering beginning redevelopment on the portion of the property that they now own.

3. The Charles Street Development Corporation is leading the Charles Street Trolley Initiative, which would lead to construction of a trolley or rail line from the Inner Harbor to Johns Hopkins University on Charles and St. Paul Streets through Charles North. The project is completing fund raising for Phase III. Phase I was a preliminary feasibility study completed by Kittleson & Associates in June 2005. Phase II consisted of an Economic Impact Study completed by Anirban Basu and simulation, which have not yet been publicly released. Phase III will consist of engineering and fieldwork for installing a rail system. The budget for this work is \$1.6 million dollars to be spent over two years. The City has committed half of these funds.
4. Station North Townhomes – 38 townhouses are under construction on formerly vacant lot.
5. Redevelopment of North Avenue Market to include a farmer's market is in the predevelopment phase.
6. Tony Chang, Washington, D.C. restaurateur, has recently purchased the bank building on the northeast corner of Charles and North.

### *What impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

1. SC will promote development in the area and support additional retail and commercial uses.
2. Charles North will support SC with additional retail, entertainment options, and Penn Station.

### *Recommendations for the Planning Process:*

1. Don't be timid – push the envelope. Think big picture.
2. Don't let personal agendas of individual neighborhoods drive process.
3. Build for the Baltimore of 20 years in the future – not Baltimore of today. Keep energy consciousness and public transit front and center.
4. Plan dense area that will pull people back into Baltimore City and offer work force housing and diverse retail options not currently available.
5. Linkages – of streets, pedestrians ways, connections to neighboring institutions, neighborhoods, and transportation - are key.
6. Bring in a mixture of restaurants as well as both small and large retail, such as building supply stores, clothing stores, and services, to eliminate need to drive to suburbs for basic needs.
7. Do not create a suburban town center – embrace urban character of Baltimore.
8. Include green space and think creatively about green space.
9. Strengthen connection to the Charles North Street area and Penn Station, which is only ½ mile from State Center.

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10. Maintain the traffic connection from Martin Luther King to Howard Street for through traffic.

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**Neighborhood:** Druid Heights

**Community Organization:** Druid Heights Community Development Corporation (DHCDC) **Date:** June 22, 2006

Attendees: Kimyetta Meekins, Jackie Cornish, Tinesar Forrest (US), Stan Mulvihill (MBS), Amy Bonitz (SBER)

### *Changes Currently Underway or in Planning for Druid Heights:*

Druid Heights CDC has been working in Druid Heights for more than 30 years to promote the social, economic and physical redevelopment of Druid Heights. The CDC completed a revitalization plan and has been engaged in new construction and extensive rehab of properties. Current projects include:

- a. A 100 unit homeownership new construction project underway at Gold , Baker, Pennsylvania Ave., Division and Etting Street.- Baker's View Project
- b. Rehab of 18 vacant properties along McCulloh and Druid Hill Avenue -- the Gateway Project

Recently the neighborhood has seen a rise in property values and increased interest from Caucasian residents to live in what has been a predominately African-American community.

### *What Impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

1. SC could provide employment opportunities (non government jobs) for local residents
2. SC could continue the increase in property values
3. The design should complement the character of the community
4. The design should be more user friendly; current buildings are intimidating

### *Recommendations for the Planning Process:*

1. Must get community support. Druid Heights CDC will not promote a project that the community does not approve of.
2. Homeownership: consider Druid Heights as the clearing agency to pre-qualify residents for housing
3. Design a planning process with the community to build joint ownership of the plan
4. Open communication
5. Consider name change to counter negative images associated with some of the offices in State Center.

**Neighborhood:** Madison Park

**Neighborhood Organization:** Madison Park Improvement Association

**Meeting Date:** June 20, 2006

In Attendance: Randy Anderson (1800 Block), Randy Carroll (2000), Kris Rusch (1800), Pam Johnson (1800), Matthews Wright (2000), Alvin Wiwiers (1900), Tinesar Forrest (US), Daniel Perl (MBS), Caroline Moore (SBER)

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The Madison Park Improvement Association is working for the betterment of Madison Park. The neighborhood has seen a recent rise in property values, which is having repercussions for long-time residents as younger, more affluent people are buying and rehabbing houses. The City has been taking a more active role in code enforcement/ property maintenance, and the cost of making repairs, in combination with rising property taxes are pushing older residents out. Some in the group believe that the City is responsible for, or at least sympathetic to, this gentrification. (The building inspectors "have thick clipboards" and are "hearing the drumbeat from somewhere.") Others welcome the improving look of the neighborhood and are glad that properties are being fixed up. All agreed the neighborhood could do more to help seniors keep up on maintenance if they want to stay.

The neighborhood is part of the Midtown Benefits District. The community would like to have a larger role in its management. There is a feeling in Madison Park that it is the "step-child" of the area, i.e. Madison Park does not get its share of amenities and improvements that other neighborhoods receive, or if it does get them it takes longer and more effort. (A participant related a story that Bolton Hill requested police and security when Madison kids went there to trick-or-treat.).

The neighborhood is negatively impacted by many poorly managed Section 8 and low-income properties in the neighborhood:

- a. Pedestal Gardens, 1700 Madison
- b. Sec 8 Properties, 16<sup>th</sup> and 15<sup>th</sup> at Eutaw, Madison at Dolphin
- c. "Modesto" ?, Eutaw at Bloom

Residents are concerned with the lack of proper trash storage/clean-up by fellow neighbors as an example of how little things can add up to have negative consequences.

### *Changes Currently Underway or in Planning in Madison Park:*

1. Madison Park is trying to redevelop a local park at the southwest corner of Pressman and Madison. The group is currently trying to resolve a dispute about land ownership/title/restrictive covenants. Baltimore Housing either owns it or used to own it.
2. The community is working to eliminate drug spots such as the playground at 1600 Madison, which is an "open-air drug market" in the evenings.

### *What Impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

1. Residents see potential for State Center to be a "catalyst" for stabilizing the surrounding neighborhoods and an economic development anchor that the nearby neighborhoods lack.
2. The retail should be useful to area residents. Some retailers should be small, locally owned operations, not just out-of-town big boxes.
3. The design should promote walkability and allow people to pass through the site, both by car and on foot.
4. Plans should look to consolidate transit facilities



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5. Madison Park residents are concerned about the lack of parking in the neighborhood, especially on Sundays with the local churches.
6. The project should include mixed-income housing.
7. The project should not displace McCulloh residents.

### *Recommendations for the Planning Process:*

1. All neighborhoods involved should look beyond their own borders.
2. Madison Park wants to be involved and have its input make an impact on the project: "What makes your team different from all the others I've heard over the years?"
3. Be mindful of the political connections and racial issues involved.

**Neighborhood:** McCulloh Homes

**Neighborhood Organization:** McCulloh Homes/Spencer Gardens Residents Council

**Date:** August 30, 2006

Attendees: June Johnson, Arlene McCain, Joyce Roundtree, Robin Byrd, Mary Williams, Harold Young, Ronald Jackson, Susan Glassman (US), Caroline Moore (SBER), Amy Bonitz (SBER)

### *Changes Currently Underway or in Planning for McCulloh Homes:*

The City has no current plans for capital improvements to McCulloh Homes. Occupancy is at its lowest level and many units are being boarded up by HABC. It is not clear when the units will be readied for new occupants.

Residents would like more resident involvement with the management of the property to include:

- Screening and selection of new tenants
- Enforcement of rules
- Better/easier access to existing amenities such as the auditorium
- Ability to create new amenities (computer room, etc.)
- Resources to maintain community common areas (painting, trash collection, etc.)

Recreational facilities for community youth (playground, recreation center, etc.) were removed or closed as part of the renovation of McCulloh Homes but were never rebuilt. Without these resources it has been difficult for the tenant council to encourage the involvement of families with children.

McCulloh residents have been successful in lobbying for additional policing in the area.

### *What Impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

1. Want State Center to be mixed-income with low-income units
2. Fear of being "out priced" or seen as not measuring up, being unwanted
3. Want retail and entertainment that is affordable to McCulloh residents
4. Want to be part of the new neighborhood that is created

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### *Hopes for McCulloh Redevelopment:*

1. No displacement - want at least 400 units to be for low income residents
2. Do not want to be relocated to the "boondocks"
3. Residents should be involved in the planning, design and management of new community
4. Want community-supported school at School #122
5. Want amenities like ball fields, exercise facilities, etc.
6. Want a great building for the disabled
7. Community should be mixed-income
8. Residents should be informed that they must be in "good standing" to be eligible to come back

### *Recommendations for the Planning Process:*

1. Be inclusive.
2. Prefers the "Town Hall" format of current Alliance meetings. Oppose having a more hierarchical structure with elected representatives and a lead person. Do not want one person speaking for all.
3. Be clear on what the term "affordable housing" means.

**Neighborhood:** Mount Vernon and Belvedere

**Community Organization:** Mount Vernon/Belvedere Improvement Association

**Date:** June 22, 2006

Attendees: Brandt Albert Petrasek, Paul Warren, Brian Coleman, Bill Oelke, Steven Shen, Tinesar Forrest (US), Stan Mulvihill (MBS), Amy Bonitz (SBER)

### *Changes Currently Underway or in Planning for Mt. Vernon/Belvedere:*

The Mount Vernon\Belvedere neighborhoods have seen significant escalation in property values over the last five years, an increase in home ownership and an increase in speculators purchasing properties. The Mount Vernon Belvedere Improvement Association has recently completed a multi-year effort to revise its Urban Renewal Plan to promote development that is compatible and in scale with this existing historic district. The MVBIA is now working to develop a community plan modeled after the City's new Comprehensive Plan. Priorities include:

- A charter school
- Creation of additional open/recreation space
- Ending the transport of hazardous materials in the Howard Street freight tunnel
- Strengthening Charles Street as a "Main Street" with quality, smaller scale retail
- Adding additional MARC evening service

### *What Impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

1. SC can be a catalyst to promote quality development in Mount Vernon/Belvedere
2. SC can help to bridge and connect the surrounding historic neighborhoods; the design should increase walkability and connectivity
3. SC should connect the pedestrian to Read Street as an entry in to Mount Vernon

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4. The development should be "human scale" like SBER's 1209 N. Charles Street project
5. State Center could offer more density than development in Mount Vernon/Belvedere
6. New buildings should be "robust enough to last for years to come"
7. A mix of uses would eliminate the State Center "dead zone" that occurs after 5 pm
8. Retail should complement and not compete with Charles Street retail. SC should target a different audience and offer a different type of shopping experience (potentially larger scale retail) than Charles Street (such as a grocery store).
9. The design should not create "historic fakes" – buildings should not pretend to have always been there (i.e. no White Marsh Town Center).
10. Mount Vernon/Belvedere would like to see the Maryland State Highway Administration (SHA) relocated to State Center so the SHA's building can be made available for community uses (senior services, charter school, etc.)

#### *Recommendations for the Planning Process:*

1. MVBIA believes a paid community liaison to provide consistent, constant communication on behalf of the communities would benefit the process.

#### **Neighborhood:** Pennsylvania Avenue

**Community Organization:** Pennsylvania Avenue Redevelopment Collaborative (PARC)

**In Attendance:** George Gilliam, James Hamlin, Amy Bonitz (SBER), Susan Glassman (Urban Strategies), Sharon Grinnell (Doracon), Drew Steele (SBER), Michael Gaines (ROC Realty)

#### *Changes Currently Underway or in Planning along Pennsylvania Avenue:*

PARC is a community organization focused on the commercial revitalization of Pennsylvania Avenue from MLK Blvd. to Fulton Street (one block east and one block west of Pennsylvania Avenue). PARC's board consists of neighborhood organizations, churches and merchants.

PARC's work is focused on promoting Pennsylvania Avenue as a center for heritage tourism and entertainment. Pennsylvania Avenue is a designated City Main Street, is part of the Historic West Baltimore Heritage Area and is located in a Maryland Enterprise Zone.

PARC initiatives under development with the City of Baltimore and the State of Maryland:

1. Streetscape improvements including new lighting and a gateway sign
2. Park improvements at Legend's Field to enhance an existing outdoor entertainment venue for movies and concerts
3. Station area improvements at the Upton subway stop (location of Romaine Beard artwork)
4. Façade improvements with area property owners
5. Construction of an Arabber museum at 1102 Fremont Street
6. Installation of historic wayfinding signage to celebrate the 75-80 historic sites in the area
7. Reconstruction of the Royal Theater complex
8. Redevelopment of other vacant lots
9. Beautification of the Billy Holiday statue and Royal Theater Marquis

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*What Impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

1. Skills development and job opportunities for area residents and youth
2. Entrepreneurship opportunities
3. Opportunities for African-American investors
4. Potential competition in terms of entertainment

*Recommendations for the Planning Process:*

1. Open communication with the development team particularly around retail/entertainment component of State Center.

**Neighborhood:** Seton Hill

**Community Organization:** Seton Hill Association (SHA)

**Date:** June 14, 2006

In Attendance: Mico Milanovic, Kevin Macartney, Alayne Konecny, Amy Bonitz (SBER), Susan Glassman (Urban Strategies), Sharon Grinnell (Doracon)

*Changes Currently Underway or in Planning in Seton Hill::*

The Seton Hill neighborhood contains a national historic district centered on the historic Chapel of the former St. Mary's Seminary, Mother Seton House and St. Mary's Park. The SHCA has been working to implement the recommendations of the West Side plan by promoting quality infill development that celebrates the unique history and architecture of the area. The SHCA is working on enhancements to public parks including St. Mary's Park and Howard's Park and also working with the City to make changes to traffic patterns and bus line changes recommended by the Strategic Neighborhood Action Plan (SNAP) for Seton Hill.

*What Impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

1. SC should strengthen connections between neighborhoods rather than be a new neighborhood:
  - MLK should be a pedestrian-friendly, boulevard that knits communities together rather than act as a barrier as it does today
  - The Eutaw Street corridor should be strengthened from Bolton Hill/Madison Park to Seton Hill and downtown
  - Commercial development should connect/enhance commercial along Pennsylvania Avenue and Franklin
2. Development could include new amenities (such as a grocery store) to serve adjoining residential neighborhoods.
3. SC should provide employment opportunities for Seton Hill Station residents (transitional residential drug treatment program).
4. Seton Hill does not want to be the "utility closet" of State Center. Would like to work with development team to ask BGE for a moratorium to provide time to develop a better plan for the new BGE substation.
5. Seton Hill does not want additional thru-traffic.

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### *Recommendations for the Planning Process:*

1. Include the Arena Players in the process.
2. Orchard Mews is not being well managed.
3. Include opportunities for broader involvement: charettes, etc.

**Neighborhood:** Upton

**Community Organization:** Upton Planning Committee

**Date:** June 14, 2006

In Attendance: Ernest R. Green, Arlene McCain, George Gilliam, June M. Johnson, Teresa Stephens, Susan Atkinson, David Hanna, Jules Dunham, Amy Bonitz (SBER), Susan Glassman (Urban Strategies), Sharon Grinnell (Doracon)

### *Changes Currently Underway or in Planning in Upton:*

The Upton Planning Committee is in the process of implementing a community plan that has been adopted by the City. A major component of the plan is to work with the City to get the stock of vacant homes renovated and new housing built. Upton is also working on revitalizing the Pennsylvania Avenue commercial district. Specific projects include:

1. Two housing redevelopments that Baltimore Housing has awarded to two different developers
2. Red line coordination – potential stop in Upton
3. Façade program on Pennsylvania Avenue
4. Samuel Taylor Coleridge school initiative
5. Feasibility study for Thurgood Marshall Museum at 1315 Division Street
6. Development of new, Bethel Outreach Community Center at 1313 Druid Hill Avenue
7. Traffic changes as shown in the Upton Plan

### *What Impact Do You Think State Center May Have on the Neighborhood and its Future Plans:*

8. SC could be a mixed-income community that works
9. SC should be a seamless, high quality project that is integrated with surrounding neighborhoods
10. SC offers opportunity to leverage resources for existing community initiatives and enhance capacity of existing neighborhood organizations
11. SC has potential to provide job opportunities in partnership with workforce development organizations
12. SC has potential to provide entrepreneurship/small business/franchise opportunities for neighborhood residents and youth
13. Retail can be negative if it competes with Pennsylvania Avenue revitalization; can be positive if it provides services/retail that meet neighborhood needs.
14. SC could help keep money residents spend within the community.
15. SC has risk of displacing current fixed-income and elderly residents as area continues to gentrify.

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16. McCulloh residents are concerned about being pushed out
17. Project could have negative traffic and parking impacts.

### *Recommendations for the Planning Process:*

1. Transparency and open communication
2. No games
3. No side deals with "heavy hitters"
4. Facilitate communication between groups so each can understand what other neighborhoods are doing that could impact them (Midtown boundary change as example)
5. Developers need to commit to ongoing relationship that does not end when approvals are granted by the City
6. No one stakeholder should be the lead
7. Community Congress was good tool for gathering broader input beyond Alliance members
8. Mailings are effective communication tools, internet less so
9. Outreach should be made to the faith community
10. The developer should be clear about what "affordability" means
11. Clarify how developer is compensated